

**State of California  
Department of Health Services**

**Office of Long Term Care**

**Long Term Care Integration**

**Development Grant**

**July 1, 2003 through June 30, 2004**

**Request for Applications**

**February 14, 2003**

# Table of Contents

---

<b>RFA Time Schedule .....</b>	<b>a</b>
<b>Request for Application .....</b>	<b>1</b>
Background .....	1
Introduction.....	1
Planning Versus Development Grants.....	1
<b>History .....</b>	<b>2</b>
Program Goals .....	2
Integration of Long Term Care Services.....	3
<b>LTCI Development Grants .....</b>	<b>5</b>
Overview.....	5
Eligibility Criteria .....	5
Applications .....	7
Board of Supervisors' Requirements .....	8
Board Resolution.....	8
Applicants' Conference .....	8
RFA Questions .....	9
RFA Addenda .....	10
Application Specifications .....	10
Application Format .....	11
Contact Person .....	11
Submitting An Application .....	12
<b>Application Content.....</b>	<b>13</b>
Application Cover Sheet.....	13
Table of Contents .....	13
Technical Proposal Section .....	14
Budget.....	16
<b>Technical Proposal Section: Requirements and Evaluation Criteria .....</b>	<b>17</b>
Overview.....	17
A. Executive Summary .....	17
B. Current Status .....	18
C. Update of LOG .....	20
D. Processes for Developing an Administrative Action Plan.....	22
E. Identification of the Agency to Operate LTCI Pilot Project (Agency) .....	25

---

*Continued on next page*

## Table of Contents (Continued)

---

F. Definition of the Governance Structure .....	26
G. Consumer and Provider Involvement.....	27
H. Processes for Developing a Long Term Care System.....	28
I. Scope of Services .....	37
J. Description of the Target Population and Geographic Area.....	38
K. Plan for Integration of Funding .....	40
L. Overview of the Long Term Goals & Objectives .....	42
Examples of Goals and Objectives .....	43
M. Grant Goals and Objectives .....	44
N. Scope of Work .....	45
O. Timeline of Key Activities .....	46
<b>Budget.....</b>	<b>47</b>
Budget Narratives .....	47
9-Line Item Budgets .....	47
Description of 20% Match Requirement.....	49
<b>Reporting Requirements.....</b>	<b>50</b>
<b>Payment Provisions .....</b>	<b>51</b>
<b>RFA Evaluation Process .....</b>	<b>52</b>
<b>Grant Awards .....</b>	<b>53</b>
<b>Appeal Process.....</b>	<b>54</b>
<b>Exhibits</b>	
Grant Goals & Objectives .....	Exhibit B
Scope of Work .....	Exhibit BB
9-Line Time Budget .....	Exhibit C
LOG's Required Match .....	Exhibit CC
Contract Uniformity.....	Exhibit D
Travel Reimbursement Guide.....	Exhibit F

---

*Continued on next page*

## Table of Contents (Continued)

---

### Attachments

Grant Application Coversheet.....	Attachment A
Application Check List.....	Attachment B
Planned Scope of Work Services to be Covered .....	Attachment C
Budget Justification and Instructions and Prohibited Expenses .....	Attachment D
Instructions for Completing the 9-Line Item Budget.....	Attachment E
Required Budget Detail and Budget Addendum Example .....	Attachment F
California Long Term Care Integration Pilot Program.....	Attachment G
California Welfare & Institutions Code §14139.05 et. seq .....	Attachment H
California Welfare & Institutions Code §14145.1 et. seq.....	Attachment I
Definitions of Terms Used in the LTCI RFA .....	Attachment J
Example of Timeline of Key Activities.....	Attachment K

**Development Grant  
RFA Time Schedule**

Release of RFA ..... February 14, 2003

Applicant's Conference and Deadline for Written Questions ..... February 24, 2003

Response to Written Questions/  
Summary of Applicants' Conference ..... March 10, 2003

Application Due to DHS ..... April 11, 2003

DHS Evaluation of Applications ..... April 14, 2003 through May 23, 2003

Grant Award Announcement ..... May 28, 2003

Execution of Grant Award Agreements ..... July 1, 2003

# Request for Application

## Background

---

### Introduction

The Department of Health Services (DHS), Office of Long Term Care (OLTC), is soliciting applications for \$150,000 development grants to prepare an administrative action plan and/or begin the initial phases of implementation of a Long Term Care Integration (LTCI) pilot project site. LTCI pilot projects will integrate, at the local level, the administration and funding of all medical, social and supportive services for disabled adults and seniors who are Medi-Cal eligible. Selected applicants will be awarded one-year development grants to assist them in their LTCI project development up to actual implementation of the pilot project.

DHS will award up to five development grants in the 2003/2004 fiscal year. The number of planning grants may be reduced depending on the number of development grants awarded. Development grants will be awarded first. Each grant will be for a one-year period, from July 1, 2003 through June 30, 2004.

---

### Planning Verses Development Grants

Planning grants may be awarded to Local Organizing Groups (LOGs) conducting LTCI program design planning to determine whether pursuing a LTCI pilot project is appropriate for their county. (See the Planning Grant Request for Application (RFA), Technical Proposal Section: Requirements and Evaluation Criteria, Examples of Goals and Objectives, for a more detailed description of activities appropriate for planning grants.)

Development grants will only be awarded to LOGs that have developed consensus at the local level on pursuing the full vision of LTCI which includes providing capitated coverage for the full continuum of medical, social, and supportive care, and have received its Board of Supervisors' (BOS) support for pursuing this undertaking.

---

The following pages have step by step instructions for completing the application for a development grant. Applicants will have completed the LTCI planning process phase and are working on the finer details necessary to implement an LTCI project. The expected outcome of a development grant is an administrative action plan for an LTCI pilot project site. Development Grantees must, at the end of this year's grant cycle, submit a **detailed administrative action plan** in draft form to implement an LTCI project. The requirements of an LTCI project administrative action plan are found in Attachment H, Welfare and Institutions (W&I) Code Sections 14139.3(b) through 14139.37.

# History

---

In 1995, California State Legislation was enacted to authorize and implement the Long Term Care Integration Pilot Program (LTCIPP). The Welfare and Institutions (W&I) Code §14139.05 et seq. (Attachment H) directed DHS to solicit and select pilot sites to participate in LTCI.

---

## **Program Goals**

The LTCI program's goals include:

- Providing a capitated continuum of medical, social and supportive services that fosters independence and self-reliance, maintains individual dignity, and allows consumers of publicly funded long term care (LTC) services to remain an integral part of their family and community life;
  - Encouraging as much consumer self-direction as possible, given individual capacity and interest, and involving consumers and their family members as partners in developing and implementing the pilot project;
  - Testing a variety of models intended to serve different geographical areas, with differing populations and services available; and
  - Providing a broader mix of integrated care management services while remaining cost neutral.
- 

## **Integration of Long Term Care Services**

The legislature defined the pilot sites as single county, multi-county, or sub-county units. Participating projects are required to identify a local entity (either a government or not-for-profit agency) that will administer this program through a formal agreement with the State of California.

---

*Continued on next page*

## History, Continued

---

### **Integration of Long Term Care Services** (Continued)

By integrating<sup>1</sup> the delivery system for medical, social, and supportive services, consolidating the funding for these services, and adopting a capitated payment system, the pilot program seeks to empower sites to:

- Build a system out of the currently fragmented public services available using existing funding;
- Overcome the built-in cost shifting incentives in the current payment structures between Medi-Cal and Medicare or between state and local programs;
- Provide services in the most appropriate setting and cost effective manner.

LTCI is based on a “grassroots up” approach. Interested sites, rather than state government, are responsible for designing their proposed system of care. The impetus for LTCI has also been focused on improving the current LTC system. The pilots are required to be budget neutral.

---

*Continued on next page*

---

<sup>1</sup> Some programs use the terms “integration” and “coordination” interchangeably. However, in the LTCI Pilot Program, these terms have distinct meanings.

Elements of “coordination” include:

- Coordinated points of entry into the LTC system;
- Standardized information and referral system;
- Standardized assessment tools and processes;
- Care management program available to perform assessments, develop a care plan, monitor services (if necessary) and make adjustments, as care needs change.

In an “integrated” care system, all of the coordination elements listed above are included, but additionally;

- Services are blended into a seamless system from the consumers perspective to promote timely and appropriate service utilization, eliminate redundant efforts, and create administrative efficiencies;
- The financing of services is blended into a single pool of dollars at the local level to promote greater cost-effectiveness and eliminate cost shifting between components of the system;
- The financing is capitated rather than fee-for-service. This approach is meant to encourage all providers in the program to work together to support a common set of objectives, priorities, and guidelines and to conserve limited resources;
- There is a unified administrative system (for enrollment, data collection, payments, etc.); and
- There is an overarching quality assurance system; quality assurance requirements are blended together in a complementary manner.



## History, Continued

---

### **Integration of Long Term Care Services**

(Continued)

(See Attachment G, “California Long Term Care Integration Pilot Program” or [www.ltcucla.edu](http://www.ltcucla.edu), for more information.)

The LTCI authorizing legislation contained no funding for the program’s implementation given the general fund deficit at that time. One primary and common barrier sites have encountered in advancing their LTCI planning efforts is the lack of start-up capital for the initial planning and design effort. To bolster LTCI implementation efforts, subsequent legislation, Assembly Bill 2780, was introduced and passed (W&I Code § 14145.1 et seq., Attachment I). This legislation resulted in funding for either planning and/or development grants to LOGs awarded through a competitive RFA process administered by DHS.

Several sites are hard at work on their proposed LTCI activities. Participating sites are required to develop an overall approach that will lead to full integration of medical, social, and supportive services. These sites are encouraged to phase in the implementation in manageable steps.

DHS will work with each participating site to secure the federal waiver/state plan changes if required at each particular implementation step. DHS has initiated workgroups to address interdepartmental implementation issues and is providing technical assistance to participating and interested sites.

---

# LTCI Development Grants

---

## Overview

This RFA is specific to development grants that are for a maximum of one hundred fifty thousand dollars (\$150,000) per award for a one-year grant period. The development grant program is designed to assist local organizing groups (LOGs) with development of an administrative action plan for a LTCI pilot project site and/or the initial phases of implementation.

Grant funds may be used for, but are not limited to:

- Staff support;
- Consulting contracts;
- Community organizing support; and/or
- Data analysis.

The anticipated contract performance period will be July 1, 2003 through June 30, 2004. Grantees will be required to provide a 20% (\$30,000) match to the grant awarded either in cash or in-kind contributions. This match is supplemental to the grant monies.

## Eligibility Criteria

Organizations eligible to respond to this 2003-04 RFA must be:

- Private, non-profit LOGs or local governments; or
- An existing or new community-based group established for the purpose of applying and carrying out this grant.

LTCI projects will be capitated service delivery programs, therefore it is highly desirable that LOGs have some experience, knowledge and/or affiliation with a managed care plan.

**Applicants for the grant awards must indicate in the application they are seeking to provide the full continuum of integrated medical, social, and supportive services including Medicare to its LTCI eligible population on a capitated at risk basis, with evidence of local government support. Readiness to develop an administrative action plan and the subsequent implementation of a local pilot project within a reasonable time frame must be demonstrated. The final outcome of a development grant is an operating LTCI pilot project site. Applicants may phase in their full-continuum service delivery system.**

---

*Continued on next page*

---

**Eligibility  
Criteria**

**Applicants must demonstrate a specific affiliation or other direct relationship with a health plan or a clear plan to create such a relationship with a health plan for the purposes of LTCI.**

Fiscal year (FY) 2003-04 development grant applicants must include, as part of their Scope of Work (SOW), the development of a detailed draft administrative action plan that will give the implementation steps of their LTCI pilot project site (implementation can be in phases). **Any development grant application that does not include this activity in their SOW will be disqualified.**

**FY 2002-03 GRANTEES MUST HAVE SUBMITTED BOTH THE FY 2001-02 FINAL AND FY 2002-03 INTERIM REPORTS. REPORTS MUST ALSO BE APPROVED IN ORDER FOR A FY 2003-04 GRANT APPLICATION TO BE ACCEPTED.**

Starting with the FY 2003/2004 grant period, development grants will require that an administrative action plan be developed. It is envisioned that a maximum of two development grants will be available for the purpose of developing and finalizing an administrative action plan.

---

*Continued on next page*

## LTCI Development Grants, Continued

---

### Applications

DHS will accept only one development grant application per county or designated geographical area. An applicant may submit both a planning grant and development grant application at the same time in consideration of the possibility that the development grant does not achieve an award. In any case only one grant will be awarded per local organizing group.

Each applicant is:

- Required to submit a letter of support and commitment to the LTCI project from the county Board of Supervisors (BOS) with their application; or
- Required to submit a letter of support and commitment to the LTCI project from each participating county BOS with this application, if an application is filed covering more than one county.
- Applicants must demonstrate a specific affiliation or other direct relationship with a health plan or a clear plan to create such a relationship with a health plan for the purposes of LTCI.

The BOS must:

- Support only one development grant application per county or designated geographical area;
- Certify that the county intends to support the Scope of Work proposed in this application;
- Commit to the required 20% match funds if the applicant is a **county governmental entity**;
- Certify the county intends to implement a capitated LTCI project with the full continuum of medical, social and support care. .

---

*Continued on next page*

## LTCI Development Grants, Continued

---

### **Board of Supervisors' Requirements**

The letter of support and commitment from the Board of Supervisors (BOS) demonstrates that the BOS supports the timelines, goals and objectives as proposed in the Scope of Work (SOW) and will commit to the required 20% match if the grant is awarded. Commitment to the 20% match funds is required if a county governmental entity is applying for a grant.

If the letter of support is not submitted in the grant application, the application must include a statement that the LOG is in the process of obtaining the letter of support and when the state can expect to receive it. Ultimately, the letter of support must be submitted to the Office of Long Term Care (OLTC) by the date of the grant award.

A Board Resolution will be accepted in lieu of the letter of support and commitment from the BOS if this is obtained by the date of the grant award.

---

### **Board Resolution**

Once a grant is awarded, county entities are required to secure specific authority from their local governing body (e.g., BOS) authorizing execution of the grant agreement. A separate copy of a resolution (or other admissible record, e.g., motion, order, etc.) authorizing execution of the grant agreement is required as part of the formal contracting process. This resolution must be signed by the local governing body that has legal authority to enter into the proposed contract, and must be submitted with the contract.

Both a letter of support and the Board Resolution must specifically state the commitment of the BOS to the 20% match funds required for county governmental entities applying and receiving a grant award.

---

### **Applicants' Conference**

An Applicants' Conference will be held at:

Department of Health Services  
1800 Third Street, Room 183  
Sacramento, California 95814

Monday, February 24, 2003

1:00 p.m. to 3:00 p.m.

---

*Continued on next page*

## LTCI Development Grants, Continued

---

### RFA Questions

The conference will allow the State to respond to questions that may arise following the applicant's review of this RFA. DHS will make a reasonable effort to provide responses to these questions before the conference's conclusion. DHS will also make comments regarding specific elements of the RFA. A summary of the comments, questions and answers will be sent to all attendees of the conference and all parties that requested the RFA. Questions raised at the conference that cannot be addressed during the discussion will be responded to in the written summary. Oral responses shall not be binding on DHS. Attendance at the Applicant's Conference is not mandatory, but strongly encouraged.

Copies of the RFA **WILL NOT** be available at the conference. Attendees should bring their own copy for reference. The cost of travel to the Applicant's Conference is the responsibility of the applicant and will not be reimbursed by the State of California.

Specific questions regarding this RFA may be submitted in writing and **hand delivered** (e.g., Federal Express, etc.) to:

Application Coordinator  
Office of Long Term Care  
Department of Health Services  
**1800 Third Street, Suite 205**  
**Sacramento, CA 95814**

Or **mailed** to:

Application Coordinator  
Office of Long Term Care  
Department of Health Services  
**P.O. Box 942732**  
**Sacramento, CA 94234-7320**

Questions may also be faxed to the OLTC at (916) 322-8619.

**All questions must be received by Monday, February 24, 2003  
prior to the conference's start time (1:00 p.m.).**

---

*Continued on next page*

## LTCI Development Grants, Continued

---

**RFA Addenda** The DHS reserves the right to amend the RFA. The State will make modifications or provide new information by addenda issued pursuant to this section. Amendments to the RFA will be sent only to those entities who formally requested an application from the OLTC. Potential applicants shall be responsible to contact the OLTC to be included in the applicant mailing list. Amendments made after the final filing date will be sent only to applicants.

---

**Application Specifications** Applications for the LTCI development grants must be submitted in strict accordance with the instructions and requirements outlined in this RFA. **Applicants should read the evaluation standards described in the RFA to determine if they have provided comprehensive responses to the requirements under each section.** The requirements of the applicant may increase from year to year.

- To be deemed responsive, all applicants must adhere to format instructions;
  - Applicants must submit only the information requested and stay within the page limitations;
  - Administrative and technical requirements must be addressed and all requested information supplied;
  - The technical review of the application will be based only upon the requested information;
  - An application may be rejected if information provided is vague, conditional, incomplete, or if it contains any alterations of form or other irregularities of sufficient magnitude or quantity to warrant a finding of being substantially non-compliant or non-responsive;
  - The OLTC may accept or reject any or all applications and may waive any defect it determines to be immaterial in an application; and
  - An OLTC waiver of an immaterial defect shall in no way modify the application requirements or excuse the applicant from full compliance if awarded a grant.
-

## LTCI Development Grants, Continued

---

### Application Format

The application must be:

- Typewritten;
- Double-spaced using 12-point font or larger
- Set up with 1 inch or greater margins on 8-1/2 by 11 inch paper
- Copy of the application on a disc or CD.

An original plus three (3) hard copies of the application as well as an electronic copy on a diskette or CD must be submitted, formatted in Word 97 or 2000.

---

### Contact Person

Each applicant must designate a contact person and a backup contact person who the OLTC staff can communicate with for the entire length of the grant application review period and contract development period that follows a grant award. **The OLTC will limit its contact to the persons identified until a grant is awarded.** The applicant is responsible to assure that a designated contact person be available throughout the scheduled application evaluation dates. (It is not required that the contact person and the Project Director is the same person but the contact person must have full knowledge of the LTCI project and its requirements.) It is strongly recommended that a knowledgeable contact person be available throughout the application evaluation period and the subsequent contract development period if a grant award is achieved.

---

*Continued on next page*



## **LTCI Development Grants, Continued**

---

### **Submitting an Application**

Applications may be hand delivered (e.g., Federal Express, etc.) to:

Application Coordinator  
Office of Long Term Care  
Department of Health Services  
**1800 Third Street, Suite 205**  
**Sacramento, CA 95814**

Or be **mailed** to:

Application Coordinator  
Office of Long Term Care  
Department of Health Services  
**P.O. Box 942732**  
**Sacramento, CA 94234-7320**

**Regardless of the postmark or method of delivery, all applications for a development grant must be received by the OLTC by 4:00 p.m. Pacific Standard Time, Friday, April 11, 2003 to be considered for a grant award.**

---

# Application Content

---

Each submitted application package is required to contain the following information.

---

## Application Cover Sheet

The cover sheet (Attachment A) must include:

- Names, mailing address, e-mail address, telephone and FAX numbers of the contact person and backup contact person. **(OLTC will limit its contact efforts to these two people during the grant application period)** If the contact information changes, please submit an updated cover sheet.
  - Project Director's<sup>2</sup> name; (may or may not be included as a contact person);
  - Financial Officer's<sup>3</sup> name, address and telephone number;
  - Federal ID number;
  - Geographic area to be served; and
  - Signature, typed name, title, address, e-mail and telephone number of person authorized to submit the grant application.
- 

## Table of Contents

The application must have a table of contents with page numbers referenced. Application sections must be presented in the same sequence as displayed in this section.

---

*Continued on next page*

---

<sup>2</sup> The Project Director is the person who is authorized to enter into the agreement with the State and has ultimate responsibility for the grant project.

<sup>3</sup> The Financial Officer is the person who is legally authorized to administer the grant funds.

## Application Content, Continued

---

### Technical Proposal Section

Each application must include the required information as outlined in the Technical Proposal Sections.

**Applicants should carefully read the headings above each section and the requirements and the evaluation criteria the OLTC evaluator will use to score the application. There may be different requirements and options for previous development grantees. All options and requirements do not apply to all applicants.**

**FY 2002-03 GRANTEES MUST HAVE SUBMITTED AND HAVE HAD APPROVED THE FY 2001-02 FINAL AND FY 2002-03 INTERIM REPORTS IN ORDER FOR THEIR FY 2003-04 GRANT APPLICATION TO BE ACCEPTED.**

Technical Proposal Section covers the following:

- A. Executive Summary
- B. Current Status
- C. Updates of the LOG
  - Relevant changes in the LOG during the last grant cycle
  - Organization chart
  - Changes in staff composition of the LOG, including names of current Project Director, Project Manager, and Chief Financial Officer
  - Changes in the relationship with relevant local agencies and advisory committees, and the Board of Supervisors, etc.
  - Proof of Non Profit Status (if applicable)
  - Letter of Commitment/Support from the BOS
  - Job Description and/or Duty Statement<sup>4</sup> for the Project Director
  - Job Description and/or Duty Statement for the Project Manager<sup>5</sup>
- D. Processes for Developing an Administrative Action Plan
  - Description of processes that are known
  - Identification of strategies for determining unknown processes for development of plan
  - Timeline for implementation
  - Fiscal estimates accountability

---

<sup>4</sup> The personal resumes of the individuals who will be occupying the project director and manager positions are not to be substituted for the job description/duty statement for the positions.

## Application Content, Continued

---

### Technical Proposal Section (Continued)

- E. Identification of the Agency to Operate the LTCI pilot project site.
- Organizational chart
  - Staff composition of the entity
  - Role as it related to the operation of the LTCI pilot project relationship with relevant local agencies and advisory committees and the Board of Supervisors
  - Administrative structures and functions as it related to LTCI pilot project.

**Changes between each phase must be fully described.**

- F. Definition of a Governance Structure (responsibility for how the LTCI pilot project will function, i.e., appropriate organizational level of responsible participants and decision makers).
- Organizational chart
  - Staff compositions
  - Role as it relates to the operation of LTCI pilot project
  - Relationship with relevant local agencies and advisory committees and the Board of Supervisors
  - Administrative structures and functions as it relates to LTCI pilot project

**Changes between each phase must be fully described.**

- G. Consumer and Provider Involvement

- H. Processes for Developing a Long Term Care System
- Service delivery
  - Consumer access to services
  - Care management
  - Quality assurance and accountability

**Changes between each phase must be fully described.**

- I. Scope of Services
- Changes between each phase must be fully described.

---

<sup>5</sup> The Project Manager is the person responsible for the day to day activities of the grant application.

## Application Content, Continued

---

### Technical Proposal Section (Continued)

- J. Description of the Target Population and Geographic Area
  - Population to be covered
  - Non Medi-Cal population to be covered
  - Geographic area to be covered**Changes between each phase must be fully described.**
- K. Plan for Integration of Funding
  - Funds to be included in the consolidated fund**Changes between each phase must be fully described.**
- L. Overview of Long Term Goals and Objectives
- M. Grant Goals and Objectives
- N. Scope of Work
- O. Timeline of Key Activities

---

### Budget

The application must have a budget. The budget must include all of the required information and **be in the required format (Exhibit C and Exhibit CC)** as outlined in the Budget Section for both the grant money and the county's 20% match. This section covers the following:

- Budget Narrative for the Grant Funding and the Match;
  - 9-Line Item Grant Budget and Match Budget; and
  - Description of Required 20% Match
-

# Technical Proposal Section: Requirements and Evaluation Criteria

## Overview

Elements C, F, and G require an update of the LOG, the agency that will operate LTCI, and the governance structure. It is expected that some applicants will not have three separate and unique entities for these sections. **Applicants should ensure that each section is responded to thoroughly, regardless of duplicative answers.**

**LTCI may be implemented in logical development phases within a reasonable time frame (e.g., 2- 5 years including Medicare). The number and duration of the phases must be described in full detail. If LTCI is to be phased in, please respond fully to each section of the Technical Proposal for any changes that may occur in each proposed phase.**

**All responses must be consistent with the provisions of the Welfare and Institutions Code §14139.05 et seq.**

**Applicants should carefully read the headings above each section. There may be different requirements/options for previous LTCI development grantees.**

**When responding to the requirements in the RFA, if an applicant skips a year between grant applications, they must refer back to the last funded grant year and respond to all request as though there was no break in progress. If during the non-funded grant year the applicant made progress toward achieving LTCI, they are encouraged to include the new and updated information in their application.**

**All development grant applicants must complete this Section.**

<b>A. EXECUTIVE SUMMARY</b>	
<b>3 Page Maximum</b>	<b>Pass/Fail</b>
Provide a concise summary of the key points of the application's Technical Proposal section including using general terms, how the proposed grant activities will move toward achieving full continuum at risk LTCI.	

**Note: Section A, the Executive Summary should be completed after the application is complete. The Executive Summary is an abstract of the application.**

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

All development grant applicants must complete this Section.

B. CURRENT STATUS – Part 1		30 Points
5 Page Maximum		
REQUIREMENTS	EVALUATION CRITERIA	
<p>Describe how prior activities and resources have advanced the LOG's commitment to develop a LTCI pilot project site.</p> <p>Describe the specific activities to be completed in order to further the LOG's readiness to complete an Administrative Action Plan (AAP) for a LTCI pilot project site.</p> <p><b>Applicants must demonstrate specific affiliation or other direct relationship with a health plan or a clear plan to create such a relationship with a health plan for the purposes of LTCI.</b></p>	<p>Applicant has provided:</p> <ul style="list-style-type: none"><li>• Documentation of specific activities and pertinent outcomes.</li><li>• Descriptions of specific activities that must still be completed before the LOG can develop the AAP.</li><li>• Description of specific outcomes that demonstrate readiness to develop an AAP for a LTCI pilot project site.</li><li>• A proposal that demonstrates the applicant is at a logical stage to begin development of an AAP for an LTCI pilot project site.</li><li>• Description of affiliation efforts with a managed care plan, or a clear plan to create such an affiliation.</li></ul>	
<p>LTCI pilot projects will integrate, at the local level, the administration and funding of all medical, social and supportive services for Medi-Cal eligible disabled adults and seniors. This creates a full continuum of care in one capitated health plan. Full continuum means all primary healthcare including all acute care and ancillary services as well as all long-term care services including supportive and social services.</p>		

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

All FY 2003-2004 development grantees must complete this Section.

B. CURRENT STATUS – Part 2 Pass/Fail	
REQUIREMENTS	EVALUATION CRITERIA
For applicants that were also FY 2002-03 grantees, the FY 2001-02 Final Report and the FY 2002-03 Interim Report <b><u>MUST</u></b> have been submitted to and approved by the OLTC prior to receipt of a FY 2003-04 development grant application.	Two acceptable reports were received by OLTC.
<b><u>The FY 2003-04 Development Grant application will not be accepted without prior approval of the above-mentioned Final and Interim Reports.</u></b>	

---

*Continued on next page*



# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

All development grant applicants must complete this Section.

C. UPDATES OF THE LOG <sup>6</sup> 3 Page Maximum		PASS/FAIL
REQUIREMENTS	EVALUATION CRITERIA	
<p>Describe:</p> <ul style="list-style-type: none"> <li>LOG's relationship with the local Agency to operate LTCI pilot project (Agency), the governance structure, and the advisory committee;</li> <li>The LOG's role in managing the development effort.</li> </ul> <p>Identify any:</p> <ul style="list-style-type: none"> <li>Pertinent changes to the organization (LOG) applying for the development grant over the last grant period.</li> </ul> <p>If appropriate, describe any:</p> <ul style="list-style-type: none"> <li>Changes to the organizational structure of the LOG;</li> <li>Changes/additions to staff composition of the LOG;</li> </ul> <p>Include (does not count toward the 3-page maximum):</p> <ul style="list-style-type: none"> <li>An organizational chart of the LOG;</li> <li>Proof of non-profit status for non-governmental entities (if applicable).</li> </ul>	<p>The LOG's relationship with the proposed Agency to operate the LTCI pilot project (Agency), the proposed governance structure and any advisory committees is clearly demonstrated.</p> <p>The LOG's relationship to local agencies and advisory committees is clearly demonstrated.</p> <p>The LOG's ability to manage the development effort is described.</p> <p>An organizational structure that supports the administration of the grant and oversight of development effort is described.</p> <p>Changes to the LOG have been clearly identified.</p> <p>An organizational chart that clearly shows all participants in the LOG and their relationships is included.</p> <p>.</p>	

Continued on next page

<sup>6</sup> The local organizing group applying for the grant.

# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

C. UPDATE OF THE LOG (Continued) 3 Page Maximum	
REQUIREMENTS	EVALUATION CRITERIA
<ul style="list-style-type: none"> <li>A letter<sup>7</sup> of support and commitment from the county BOS as previously described in the ‘LTCL Development Grant—Applications” section. <i>The letter must be a clear statement supporting development of an administrative action plan for a capitated, at risk, LTCL pilot site with the grant funds that may be awarded. Governmental entities must include the commitment to the 20% match requirement if the grant is awarded. (Letters of support will be accepted up to the date of the Award Announcements);</i></li> <li>Names of Project Director and Manager, and Chief Financial Officer.</li> <li>Job description and/or duty statement (not personal resumes) specific to the roles of the Project Director, Project Manager and Chief Financial Officer during the development stage of the LTCL project, including the percentage of their time devoted to the LTCL development efforts.</li> </ul>	<p>The proposal includes the required letters of support and duty statements.</p> <p>The duty statements/job descriptions are descriptive of the particular roles that will be required in order to develop a LTCL pilot project site administrative action plan, including a sufficient amount of time devoted to LTCL.</p> <p>The proposal lists the names of the Project Director and Manager, and Chief Financial Officer.</p>

Continued on next page

<sup>7</sup> Once a grant is awarded, county government entities are required to secure specific authority from their local governing body (e.g., BOS) authorizing execution of the grant agreement. A copy of a resolution (or other admissible record, e.g., motion, order, etc.) from the local governing body, which by law has authority to enter into the proposed contract authorizing execution of the agreement, must be included with the agreement. The resolution shall indicate that the local governing body, in entering into this agreement, and commits to the accepted Scope Of Work outlined in the grant agreement.

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

All development grant applicants must complete this Section.

D. PROCESSES FOR DEVELOPING AN ADMINISTRATIVE ACTION PLAN	
15 Page Maximum	75 Points
REQUIREMENTS	EVALUATION CRITERIA
<p>The applicant must describe the elements of the administrative action plan (AAP) or the processes that will be used during this grant period to develop an AAP.</p> <p>W&amp;I Code Sections 14139.3(b) through 1439.37 delineates the required elements that would be involved in developing an AAP. The applicant should also keep in mind that certain aspects of the AAP will be developed in other sections this proposal.</p> <p><b>It is recognized that the initial AAP that will be developed during this grant period will be a draft document and that the details of the AAP may need to be modified over time during the LTCI development and implementation process.</b></p> <p>Please describe the applicant's readiness to develop an LTCI proposed AAP. At this time, If the applicant is uncertain of what processes to use to develop certain aspects of the AAP, then what is known should be described and a strategy should be identified that will be used to develop those aspects that are uncertain.</p>	<p><b>Applicant has not simply repeated the bullets that follow but describes specific strategies or examples to accomplish a significant sample of the bullet items.</b></p> <ol style="list-style-type: none"> <li>1. Based on what the applicant currently knows about the proposed structure and form of the LTCI project, describe the processes to be used to develop an AAP as an overall plan for implementation for the LTCI project.</li> <li>2. For those remaining processes that are still in the formative stages, the applicant should describe strategies for more fully developing those processes.</li> </ol> <p>To the extent possible, a description should be given of the processes and/or strategies that will be used to develop the draft AAP within this grant period. Specifically, the descriptions of the processes need to cover the following AAP elements:</p> <ul style="list-style-type: none"> <li>• A description of the covered scope of services and program funds to be integrated into the LTCI Program.</li> </ul>

Continued on next page

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>D. PROCESSES FOR DEVELOPING AN ADMINSTATIVE ACTION PLAN (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
	<ul style="list-style-type: none"> <li>• A description of the proposed long term care delivery system and how it will improve system efficiency and enhance service quality.</li> <li>• Demonstration of a commitment to work with local community groups, providers, and consumers to obtain their input.</li> <li>• Proposed measurable performance outcomes that the program is designed to achieve.</li> <li>• How current program services impact Medi-Cal beneficiaries and non-Medi-Cal clients included in the integrated system.</li> <li>• Assurances of minimal disruption to current recipients of long-term care services during the phase-in of the project.</li> <li>• How providers who serve the needs of special populations, such as religious and cultural groups or residents of multi-level facilities and community care retirement communities, will be able to continue to serve those persons.</li> <li>• Specific alternative concepts, requirements, staffing patterns, or methods for providing services under the project.</li> </ul>

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>D. PROCESSES FOR DEVELOPING AN ADMINISTRATIVE ACTION PLAN (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
	<ul style="list-style-type: none"> <li>• A process to assure that Medi-Cal dollars are appropriately expended in accordance with state and federal requirements.</li> <li>• How the project site will maintain adequate fiscal control and ensure quality of care for beneficiaries.</li> <li>• How the project will coordinate, relate to, or integrate with Medi-Cal managed care plans, local managed care plans, and other organizations that provide services not part of the LTCI project.</li> <li>• Estimated of costs and savings.</li> <li>• The financial viability of the plan.</li> <li>• Proposed timeline for planning and startup of the pilot project.</li> </ul>

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

When necessary, for each phase of LTCI pilot project site implementation, fully describe the progressions from the previous phase:

<b>E. IDENTIFICATION OF THE AGENCY TO OPERATE THE LTCI PILOT PROJECT (AGENCY)</b> <b>4 Page Maximum (for each phase) 30 Points</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>Name and describe the Agency to Operate the LTCI pilot project (as described in W&amp;I Code 14139.3(b)(2) and 14139.4). Include the following:</p> <ul style="list-style-type: none"> <li>• The Agency to Operate the LTCI pilot project's (Agency's) organizational structure;</li> <li>• The qualifications and expertise of the staff of the Agency;</li> <li>• The relationship of the Agency with relevant local agencies advisory committees, the BOS, and/or governance structure;</li> <li>• A description of how the Agency will administer the fund to operate the LTCI pilot project and facilitate integration of services. (Similar to the administrative functions of a health plan.)</li> </ul> <p>Include (does not count toward the 4-page maximum): An organizational chart of the Agency.</p>	<p>The staff composition as planned reflects a broad expertise in the areas of health care, fiscal and administration to accomplish key activities of the program.</p> <p>The Agency reporting relationships within the governance structure are logical and clearly stated.</p> <p>The organizational structure will support the ability to administer the proposed project and funding, for each phase.</p> <p>Integration of funding streams and programs within the Agency is clearly described.</p>

*Continued on next page*

# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe the progression from the prior phase.

<b>F. DEFINITION OF GOVERNANCE STRUCTURE<sup>8</sup></b> The governance structure allows for oversight of the LTCI pilot project and if appropriate the Agency to operate the LTCI pilot project. The LOG, governance structure and Agency can be, but are not required to be, the same entity. <b>3 Page Maximum (for each phase)</b> <span style="float: right;"><b>30 Points</b></span>	
REQUIREMENTS	EVALUATION CRITERIA
Identify the governance structure and describe any variations that will occur between each phase. Describe: <ul style="list-style-type: none"> <li>• The entity(ies) that comprise the governance structure;</li> <li>• The role of the governance structure as it relates to the operation of the LTCI pilot project;</li> <li>• How the governance structure relates to the LOG; the Agency, relevant local agencies, the BOS, and advisory committees, etc.;</li> <li>• The administrative structure and functions of the governance structure as it relates to the LTCI pilot project;</li> <li>• The staff composition of the governance structure.</li> </ul> Include (does not count toward the 3-page maximum): <ul style="list-style-type: none"> <li>• An organizational chart of the governance structure.</li> </ul>	The participating entity(ies) that will comprise the governance structure are described.  The composition of the governance structure is demonstrated to be adequate to support each implementation phase of the LTCI pilot project.  The relationship of the governance structure to the Agency, the LOG, other participating agencies, etc. is logical and is described.  A description is given of how the governance structure will function for administration of the LTCI pilot project site.  An organizational chart is included.

*Continued on next page*

<sup>8</sup> Has responsibility for how the LTCI PILOT PROJECT will function, i.e., the power of the government.

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

When necessary, for each phase of LTCI pilot project site implementation, fully describe the progressions from the previous phase.

G. CONSUMER AND PROVIDER INVOLVEMENT 2 Page Maximum <span style="float: right;">20 Points</span>	
REQUIREMENTS	EVALUATION CRITERIA
<p>Describe the role of long-term care consumers, their representatives, providers of LTC services and other community members in the planning process.</p> <p>Identify members of the active advisory committee that are now participating in LTCI development and will continue to participate through implementation. Be specific.</p> <p>Describe how the active advisory committee will be involved in the decision-making process.</p> <p>Describe the relationship of the active advisory committee with the LOG, BOS and other relevant agencies.</p> <p>Include (does not count toward the 2-page maximum): An organizational chart of the advisory committee.</p>	<p>A planning process consistent with W&amp;I Code §14139.3(b)(3)(C) and(c) is described.</p> <p>The active advisory committee includes members from all of the following groups:</p> <ul style="list-style-type: none"> <li>• Long term care consumers as one-half of the total advisory committee members;</li> <li>• Advocacy groups for consumers;</li> <li>• Representatives of employees who deliver direct long term care services;</li> <li>• Representatives of providers of long term care services;</li> <li>• Representatives from the medical provider community (e.g., physicians, hospitals, health plans, etc.).</li> </ul> <p>The proposal describes how the advisory committee is involved in the LTCI pilot project and the overall decision-making process.</p> <p>Organizational chart is included.</p>

*Continued on next page*



# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe any progression from the prior phase.

H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM	
15 Page Maximum	60 Points Total
Describe the processes to be used for developing the envisioned long term care system according to the following requirements and criteria.	
(1) Service Delivery	
15 Points	
REQUIREMENTS	EVALUATION CRITERIA
<p>Describe how the proposed delivery system will be organized, or describe the processes to be used during this grant period to develop the system. The plan must include the strategy for building an integrated service care delivery system.</p> <p>The description of the envisioned integrated service care delivery system must:</p> <ul style="list-style-type: none"> <li>• Identify what changes are planned in the existing delivery system and a strategy for a smooth transition;</li> <li>• Describe the expected impact on current program services to Medi-Cal eligible beneficiaries and consumers of non Medi-Cal services included in the integrated system.</li> </ul>	<p><b>Applicant has not simply repeated the bullets that follow but describes specific strategies or examples to accomplish a significant sample of the bullet items.</b></p> <ol style="list-style-type: none"> <li>1. Based on what the applicant currently knows about the proposed structure and form of the delivery system, applicant clearly describes the processes to be used to develop the system.</li> <li>2. For those remaining processes that are still in the formative stages, the applicant describes a detailed strategy and process to develop and fleshing out those processes to develop the service delivery system.</li> </ol> <p>The technical proposal describes the overall structure for the delivery system or the strategy and process to determine the overall structure for the delivery system.</p>

Continued on next page

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(1) Service Delivery (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<ul style="list-style-type: none"> <li>Conceptually identify coordination with health care providers who will provide services not part of the pilot project. {refer to W&amp;I Code Section 14139.3(b)(3)(L)}.</li> <li>Describe the following for services that are not to be included in the pilot project:             <ul style="list-style-type: none"> <li>•The coordination strategies for the excluded services,</li> <li>•The strategies to educate providers regarding the coordination of excluded services.</li> </ul> </li> </ul>	<p>Specifically, the descriptions of the processes need to cover the following elements:</p> <ul style="list-style-type: none"> <li>• A comparison between the current and new systems;</li> <li>• Existing networks that will be used or new networks that will be created;</li> <li>• If applicable, creation of networks for certain sub-populations;</li> <li>• A description of how services between network and non-network providers will be coordinated;</li> <li>• Who will approve/authorize services;</li> <li>• Who will pay for the direct services;</li> <li>• How direct care providers will be reimbursed.</li> </ul> <p>The processes described for development of the long term care system will cover;</p> <ul style="list-style-type: none"> <li>• A credible description of how the delivery system will be built into an integrated long term care system;</li> <li>• Evidence of collaboration among key parties;</li> <li>• A description of the impact on Medi-Cal beneficiaries and non-Medi-Cal consumers who will be receiving services through the integrated system.</li> </ul>

*continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)	
(1) <i>Service Delivery</i> (Continued)	
REQUIREMENTS	EVALUATION CRITERIA
	<p>The processes described will logically lead to an explanation of how the envisioned service delivery system will:</p> <ul style="list-style-type: none"> <li>• Reduce or eliminate incentives to shift consumers and/or costs between programs and services;</li> <li>• Improve system efficiency (e.g., reducing/eliminating duplication and administration);</li> <li>• Enhance access and service quality;</li> <li>• Maximize the use of home-and community-based services to the extent feasible;</li> <li>• Offer incentives to provide appropriate quality care while maintaining cost neutrality.</li> <li>• Coordinate non-covered services including provider education in coordination strategies.</li> </ul> <p>The processes described will show how providers who serve the needs of special populations, such as religious and cultural groups or residents of multi-level facilities and community care retirement communities, will be able to continue to serve those persons.</p>

Continued on next page

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(1) Service Delivery (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
	<p>The processes described will lead to the development of a plan to assure minimal disruption to current recipients of long term care services during the phases of implementation.</p> <p>The processes described will illustrate how the pilot project will coordinate, relate, or integrate with local managed care plans and other organizations which provide services that are not part of the pilot project.</p>

---

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM</b> (Continued)	
<b>(2) Consumer Access To Services</b> <span style="float: right;"><b>15 Points</b></span>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>Identify processes or strategies to determine how the LTCI project will address consumer access to services. The processes should aim at finding:</p> <ul style="list-style-type: none"> <li>• How the proposed assessment process and screening criteria will be identified.</li> <li>• How the planned assessment/referral system will be described.</li> <li>• How consumers will access needed services.</li> <li>• How/when consumers will have the ability to make choices.</li> <li>• How proposed service availability will be described.</li> <li>• How the care planning process for consumers with cognitive impairments will be described.</li> <li>• How the benefits of the new service delivery model from the consumers' perspective will be identified.</li> <li>• How consumer needs and preferences will be met.</li> </ul>	<p>The processes that are identified for developing a system of consumer access include elimination of repeated assessments when a client needs additional services or needs to transition to another care setting.</p> <p>The processes discussed will aim at identifying whether any screening criteria will be used prior to a full-scale assessment or if there are levels of assessments.</p> <p>The processes described for development of the envisioned access system will eventually address:</p> <ul style="list-style-type: none"> <li>• The need for consumer choice;</li> <li>• The proposed plan to respond to consumer needs on a 24-hour seven-day-a-week basis;</li> <li>• The development of a care plan for cognitively impaired consumers;</li> <li>• Reasonable assurance that services provided will be responsive to the religious, cultural, and language needs of beneficiaries.</li> </ul>

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(3) Care Management</b>	
<b>15 Points</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>Care management is the planning and management of health and supportive services provided in a community setting to an eligible participant. Keeping in mind this definition, describe the processes and/or strategies that will be developed to determine how care management will function in the integrated system.</p> <p>The description of processes or strategies should address:</p> <ul style="list-style-type: none"> <li>• Where in the system will care management be provided?;</li> <li>• If there will be single or multiple care management agencies;</li> <li>• What entity will be responsible for oversight of care management?;</li> </ul> <p>Also include a description of processes that will show how the proposed care management structure will:</p> <ul style="list-style-type: none"> <li>• Eliminate duplication of care management responsibilities;</li> <li>• Fill gaps in the current care management systems.</li> <li>• Promote continuity across primary, acute, and long term care;</li> <li>• Assist clients in accessing services and assure that the approved services provided meet the clients' current care needs;</li> <li>• Assist clients to transition from one level of care to another.</li> </ul>	<p>The processes described for developing the envisioned care management plan will address:</p> <ul style="list-style-type: none"> <li>• How care management will be provided;</li> <li>• How and by whom care management oversight will be provided;</li> </ul> <p>The processes developed will aim at describing how the proposed care management system will:</p> <ul style="list-style-type: none"> <li>• Eliminate duplication;</li> <li>• Fill gaps in service;</li> <li>• Eliminate cost shifting;</li> <li>• Promote continuity across different types of services and levels of care;</li> <li>• Promote access to services;</li> <li>• Assure that clients' needs are met.</li> </ul>

Continued on next page

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(3) Care Management (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>The processes described must show how the benefits to the consumer of the proposed care management plan will be identified.</p> <p>The processes described will address what control the care manager will have over services, especially those not directly care managed and how those services will be coordinated and tracked.</p>	<p>The processes developed will describe how the role of the care manager will be addressed: This description will include:</p> <ul style="list-style-type: none"><li>• Control over service authorization;</li><li>• Actual services that will be managed versus services that will be coordinated and/or tracked.</li></ul>

---

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(4) Quality Assurance and Accountability 15 Points</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>W&amp;I Code Section 14139.4 outlines the basic elements for a quality medical assurance program for an LTCI project. Conceptually respond to the following, covering the quality assurance elements in the above reference:</p> <p>Describe proposed processes that will culminate in the development of utilization review and management procedures.</p> <p>Identify strategies for identifying the best person to oversee the quality assurance and accountability plan which will describe how will they be held accountable for quality assurance outcomes.</p> <p>Describe strategies that will be used to for addressing quality assurance issues through the proposed service delivery system.</p> <p>Describe processes that will be developed to identify realistic and effective methods to monitor and improve program effectiveness.</p>	<p>The processes developed will describe a generalized concept of how the LTCI plan will approach quality assurance and accountability.</p> <p>Identify the entity within the organizational structure that will oversee quality assurance.</p> <p>The processes developed will describe a proposed quality assurance plan that:</p> <ul style="list-style-type: none"> <li>• Describes proposed utilization review and management procedures;</li> <li>• Provides a description of responsibilities of service providers regarding quality assurance;</li> <li>• Describes the plan to monitor the quality of care provided to consumers;</li> <li>• Discusses who has the responsibility for overseeing all aspects of quality of care;</li> <li>• Describes an entity that will logically and reasonably be accountable for beneficiary outcomes;</li> <li>• Will monitor and improve project effectiveness.</li> </ul>

*Continued on next page*



## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>H. PROCESSES FOR DEVELOPING A LONG TERM CARE SYSTEM (Continued)</b>	
<b>(4) Quality Assurance and Accountability (Continued)</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
Describe processes that will be developed to identify the responsibilities of service providers regarding quality assurance.	A process is developed that will help to describe the general outline of a consumer grievance process.
Describe strategies that will be developed for identifying methods to monitor quality care provided to consumers.	
Identify strategies for developing the consumer grievance process/procedures.	

Continued on next page

# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe any progression from the prior phase. All applicants must respond to this section.

I. SCOPE OF SERVICES	
Provide a description of the covered scope of services and programs to be integrated at the local level.	
<b>5 Page maximum (for each phase)</b>	
<b>20 Points</b>	
REQUIREMENTS	EVALUATION CRITERIA
<p>Use the format in Attachment C to define the scope of services to be covered.</p> <p>W&amp;I Code §14139.36 requires a number of program funds to be consolidated, including primary, ancillary, and acute care. The services listed must include those that are covered by the program funds to be consolidated<sup>9</sup>.</p> <p>If applicable, provide a description of the scope of the specific services to be provided to the non-Medi-Cal eligible population <b>consistent with those services that would have been available in the absence of consolidation</b> (W&amp;I Code 14139.42).</p>	<p>The technical proposal lists and defines each type of service for the LTCI pilot project population.</p> <ul style="list-style-type: none"> <li>• The existing state plan services, extended state plan services and/or new services to be included in the project are indicated;</li> <li>• The definitions of service include any limitations to service utilization or authorization.</li> </ul> <p>The mix of services fully covers funding sources that will be included in the LTCI pilot project.</p> <p>The matching funding source(s) to be transferred into the consolidated fund is clearly described.</p> <p>How integration of the funding sources will take place is logically explained.</p> <p>The specific services to be provided to the non-Medi-Cal eligible population are described.</p>

*Continued on next page*

<sup>9</sup> Services previously provided by existing programs (state plan or waiver services) must be included in the proposed scope of services.

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe any progression from the prior phase. All applicants must respond to this section.

J. DESCRIPTION OF THE TARGET POPULATION AND GEOGRAPHIC AREA	
5 Page Maximum (for each Phase)	
30 Points Total	
(1) Population to be Covered	
10 Points	
REQUIREMENTS	EVALUATION CRITERIA
<p>Define the population to be covered.</p> <p>The definition must include the following elements:</p> <ul style="list-style-type: none"> <li>• The population to be served must be consistent with the W&amp;I Code §14139.41;</li> <li>• Define the size and needs of the target population;</li> <li>• Indicate if inclusion in the plan will be mandatory or voluntary in each phase;</li> <li>• Specify whether “adult” will be determined by age 18 or 21; Include the premise for selected age factor;</li> <li>• Identify any sub-population (covered by the definition in 14139.41) not included, other than individuals under the age of 18 or 21 for each phase;</li> <li>• Explain the reason for those exclusions;</li> <li>• Describe how and when the pilot will eventually cover the excluded sub-populations.</li> </ul>	<p>The technical proposal includes a definition of the population to be covered as defined in W&amp;I Code §14139.41<sup>10</sup>.</p> <p>The special needs and characteristics of the target population are described.</p> <p>For each phase, whether participation in the LTCI plan will be mandatory or voluntary is indicated.</p> <p>The technical proposal reasonably explains:</p> <ul style="list-style-type: none"> <li>• Why any sub-population(s) are excluded;</li> <li>• Logical reasons for exclusion;</li> <li>• What will determine their eventual inclusion;</li> <li>• When they will be included (phase).</li> </ul> <p>The technical proposal includes:</p> <ul style="list-style-type: none"> <li>• A description of the size and needs of the targeted population;</li> <li>• The age determination of “adult” and the premise for this selection.</li> </ul>

*Continued on next page*

<sup>10</sup> Consistent with W&I code 14139.43, it is understood that some counties will choose to serve a broader population.

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe any progression from the prior phase. All applicants must respond to this section.

<b>J. DESCRIPTION OF THE TARGET POPULATION AND GEOGRAPHIC AREA (Continued)</b>	
<b>(2) Non-Medi-Cal Population to be Covered</b>	
<b>10 Points</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>If applicable, define any non-Medi-Cal population to be covered.</p> <p>W&amp;I Code §14139.42 requires that sites also serve non-Medi-Cal eligible individuals who, but for the implementation of the pilot project, would have received services from programs which funds are included in the consolidated long-term care services fund.</p>	<p>Indicate if the proposal defines the non-Medi-Cal population to be covered and include, if applicable:</p> <ul style="list-style-type: none"> <li>• A list of any program(s) to be consolidated that would require covering a non-Medi-Cal eligible population.</li> </ul>

<b>J. DESCRIPTION OF THE TARGET POPULATION AND GEOGRAPHIC AREA (continued)</b>	
<b>(3) Geographic Area to be Covered</b>	
<b>10 Points</b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>For each phase, define the geographic area to be covered. {(Must be consistent with W&amp;I Code §14139.3(a)}.</p> <ul style="list-style-type: none"> <li>• Single county</li> <li>• Multi county (contiguous)</li> <li>• Subcounty unit</li> </ul> <p>Identify zip codes to be included if area is less than the entire county.</p>	<p>The geographic area of the pilot project site is appropriately defined and complies with W&amp;I Code §14139.3(a).</p> <p>If area to be served is less than an entire county, zip codes are listed that are included in the pilot project located within the specified geographic area.</p>

Continued on next page

# Technical Proposal Section: Requirements and Evaluation Criteria, Continued

For each phase of LTCI pilot project site implementation, fully describe any progression from the prior phase. All applicants must respond to this section. *In selection of sites for the LTCI pilot project, greater consideration will be given to those applicants seeking to consolidate the most comprehensive mix of program and service funding.*

K. PLAN FOR INTEGRATION OF FUNDING	
6 Page Maximum (for each phase)	10 Points Total
<i>Funds to be Included in the Consolidated Fund</i>	
REQUIREMENTS	EVALUATION CRITERIA
<p>Define funds for services and programs to be included in the LTCI pilot project site consolidated fund. (W&amp;I Code §14139.32 identifies all of the program funds that must be included.)</p> <ul style="list-style-type: none"> <li>• Include all sources of funds to be consolidated into the integrated fund;</li> <li>• Describe how the mix of funding sources supports coverage of the full continuum<sup>11</sup> of medical, social, and supportive services;</li> <li>• Explain why a particular program or service is proposed for “carve out” and in what phase it will be added;</li> <li>• Explain how funding coordination will occur until the program/service is added;</li> <li>• Specify whether or not Medicare funding will be included in each phase.</li> </ul>	<p>The technical proposal:</p> <ul style="list-style-type: none"> <li>• Lists funds for each program and Medi-Cal service that will be included.</li> <li>• Describes how the mix of funding sources supports coverage of the full continuum of medical, social and supportive services. All sources of funds are included.</li> <li>• Explains why any particular services that are not included are proposed for “carve out” and when they will be added.</li> <li>• Indicates how coordination of funding will occur in the meantime.</li> <li>• Specifies when Medicare funding will be included.</li> </ul>

*Continued on next page*

<sup>11</sup> Full continuum means all primary healthcare including all acute care and ancillary services as well as all long-term care services including supportive and social services.

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>K. PLAN FOR INTEGRATION OF FUNDING (Continued)</b>	
<b><i>Funds to be Included in the Consolidated Fund (Continued)</i></b>	
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<ul style="list-style-type: none"> <li>• For phased-in LTCI projects, explain how funding coordination will occur for funding not yet included until the program/service is added;</li> <li>• Explain the methods of coordination with programs that will not be consolidated.</li> <li>• Provide a description of the mechanism to segregate the funds for persons not eligible for Medi-Cal benefits from the capitated Medi-Cal funds.</li> <li>• Assurance that no funds derived from the capitated Medi-Cal rate are used for persons who are not eligible for Medi-Cal.</li> </ul>	<p>The technical proposal:</p> <ul style="list-style-type: none"> <li>• Describes reasonable methods of coordination with programs that may not and/or cannot be consolidated (e.g., Older Americans' Act, Caregiver Resource Center, etc.).</li> <li>• Demonstrates assurance that medical, social and supportive service providers will have sufficient means and incentives to communicate and coordinate care effectively.</li> <li>• Describes the process to keep the funds for persons not eligible for Medi-Cal benefits separate from funds derived from the capitated Medi-Cal funds.</li> </ul>

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

All applicants must respond to this section.

<b>L. OVERVIEW OF THE LONG TERM GOALS &amp; OBJECTIVES</b> These goals go beyond the one-year grant period and should reflect the outcomes of a successful LTCI pilot project in your community and/or the goals and objectives of each phase if the LTCI pilot project is to implemented in phases.  <i>Section, L, is different from Section M. This section asks for long term goals and objectives that will cover the project in all phases through to a full continuum LTCI pilot project site as well as through the project's expected outcomes for the community.</i> <b>3 Page Maximum</b> <span style="float: right;"><b>30 Points</b></span>	
REQUIREMENTS	EVALUATION CRITERIA
Provide a concise overview (narrative) of what the LOG expects to achieve relative to LTCI implementation.  <b>The goals and objectives identified should not be limited to the Scope of Work specified for the grant activity, but encompass the broader final development for the entire implementation effort.</b>	The technical proposal describes goals and objectives that are consistent with LTCI and advance the implementation of a full continuum LTCI pilot project in the community.  The response demonstrates a logical progression from previous grant activities to the current proposed goals and logically describes how they will lead to full continuum LTCI.

---

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

### Examples of Goals and Objectives

Following are some **examples** of long term goals and objectives a LOG would undertake and complete at this stage:

- A description of how the LTCI pilot project will effectively direct and be held accountable for the quality of care provided to consumers;
- A description of the process to educate consumers to maximize their independence;;
- A comprehensive description of how the pilot project will be administered with regard to contract administration, enrollment process and data reporting.
- A description of the Management Information System to be utilized for the LTCI PILOT PROJECT site.
- Demonstration of the financial viability of the LTCI pilot project site plan.
- A description of any component (test) pilot project to be implemented prior to implementation of the LTCI pilot project.
- Proposed measurable performance outcomes that the LTCI pilot project is designed to achieve.
- Approval of the Administrative Action Plan by the governing entity.
- Submission to DHS of a detailed Administrative Action Plan to implement a LTCI pilot project site;

Goals related to the specific phases of implementation of a LTCI pilot project site are appropriate for the Overview of the Long Term Goals and Objectives at this stage. Any of the overall LTCI pilot program goals as described in W&I Code Section 14139.11 in Attachment H may be appropriate as goals for the LTCI pilot project site in your community.

---

*Continued on next page*



## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

---

All applicants must respond to this section.

<b>M. GRANT GOALS &amp; OBJECTIVES</b> <i>This Section is different from Section L above. Section M focuses on the shorter grant goals and objectives for the one-year grant period from July 2003 through June 2004.</i> <b>No Page Limit</b> <span style="float: right;"><b>30 Points</b></span>	
REQUIREMENTS	EVALUATION CRITERIA
<p>List the specific goals and objectives to be achieved by the LOG relative to LTCI development during this one-year grant period.</p> <p>These goals and objectives should reflect the final items to be completed in order to submit an Administrative Action Plan for a LTCI pilot project site.</p> <p>Use Exhibit B, Grant Goals &amp; Objectives for the <b>required format</b>.</p>	<p>The proposal describes goals and objectives that are consistent with LTCI and result in an Administrative Action Plan for a pilot site.</p> <p>The goals and objectives are supported by the key activities as described in Section N, Scope of Work.</p>

---

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

All applicants must respond to this section.

N. SCOPE OF WORK No Page Limit		30 Points
REQUIREMENTS	EVALUATION CRITERIA	
<p>Applicants for the FY 2003-2004 development grant MUST include a detailed Administrative Action Plan (AAP) for implementation of their LTCI pilot project site as an outcome of their Scope of Work (SOW). <b>Any application lacking in this activity in its SOW will be disqualified.</b></p> <p>List the specific goals and objectives to be achieved through this grant. (Complete Exhibit BB, <u>Scope of Work</u>, for each goal).</p> <p>List and describe key activities that will be undertaken for each objective and describe how each activity meets and supports each goal/objective.</p> <p>Detailed expected measurable outcomes/products for each of the activities must be provided.</p> <p>Since the approved SOW will become part of the state contract for successful applicants, it must be formatted exactly according to Exhibit BB.</p> <p><b>Include the required interim and final reports as described in the Reporting Requirements Section as measurable outcomes/products. A draft of the AAP should be submitted with or before the final report.</b></p>	<p>Development of a detailed draft Administrative Action Plan (AAP) for implementation of the LTCI project is included as major activity of the SOW. <b>The SOW shows that the draft AAP will be developed and submitted to the State at the end of the one-year grant period with the final report. The plan may show implementation in phases.</b></p> <p>The SOW clearly describes pertinent key activities of the specific goals and objectives to be achieved during the one-year development grant period.</p> <p>The key activities lead to achievable and realistic measurable outcomes to be attained in order to meet the goals and objectives.</p> <p>The SOW format conforms to Exhibit BB.</p> <p>The required interim and final reports and submission of the draft AAP are included as outcomes in the SOW.</p>	

*Continued on next page*

## Technical Proposal Section: Requirements and Evaluation Criteria, Continued

<b>O. TIMELINE OF KEY ACTIVITIES</b>	
<b>No Page Limit</b>	<b>Pass/Fail</b>
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<p>A timeline (workplan), see Attachment J for format, that represents the key activities described in the Scope of Work (Section N) must be submitted.</p> <p>All activities must be completed in the grant period (July 1, 2003 through June 30, 2004).</p> <p><b>Include the required interim and final reports as described in the Reporting Requirements Section as outcomes of key activities.</b></p> <p><b>A draft Administrative Action Plan must be submitted with the final report.</b></p>	<p>The timeline depicts a logical and viable timeframe to complete the key activities that will successfully lead to achieving the goals and objectives listed in the development grant Scope of Work.</p>
<p>The goals/objectives must be consistent from the Grant Goals and Objectives to the Scope of Work. The Key Activities of the Scope of Work must be consistent with the Key Activities of the Timeline. The 'TIMELINE OF KEY ACTIVITIES' will become a part of the grant agreement. The State reserves the right to negotiate with the successful applicant regarding any timeframe modification deemed necessary by the State to best achieve the program goals.</p>	

*Continued on next page*

# Budget

As a required component of the grant application, applicants must complete two budget narratives, and two 9-line item budgets, one for the grant budget and one for the 20% matching funds.

<b>BUDGET NARRATIVES</b>	
<b>2 Page Maximum</b>	<b>Pass/Fail</b>
<b>REQUIREMENTS</b>	<b>EVALUATION CRITERIA</b>
<b>NARRATIVE:</b>	
Explain how both proposed grant and match budgets will be used to achieve the stated Scope of Work for the development grant.	Response describes a logical plan for expending grant funds plus the required match. The narrative enables reviewers to link the proposed budget to the described Scope of Work.

<b>9-LINE ITEM BUDGETS:</b>	<b>Pass/Fail</b>
<p>All applicants must submit two 9-line item budgets, one using Exhibit C for the grant funds and another using Exhibit CC for the required 20% matching funds.</p> <p>The two 9-line item budgets include all costs associated with the successful completion of the proposed Scope of Work.</p>	<p><b>The two 9-line item budgets follow the required format, Exhibits C and CC.</b></p> <p>The grant and match 9-line item budgets are realistic, cost-effective and contain no prohibited expenditures.</p>
<p><b>Out-of-state travel will not be authorized. Expenses for food are prohibited unless due to travel.</b> DHS will review the proposed budgets to determine their appropriateness to the proposed Scope of Work and Timeline of Key Activities.</p> <p><b><i>The budget formats must exactly match those in Exhibits C and CC. The two budgets will be incorporated into the State contract for those applicants who are awarded a grant.</i></b></p>	

Continued on next page

## Budget, continued

---

Exhibits C and CC are the required 9-line item formats for the grant and match budgets which will be incorporated into contracts for successful applicants. Not all prospective grantees will use all line items. Budget guidelines are included in Attachments D, E and F. The applicant is instructed to review Attachments D, E and F in detail. The sample budget, Attachment F, shows the format in which costs associated with the program must be identified.

Grantees are required to provide invoices for any and all items and/or services listed in their approved budget. In addition, grantees are required to complete a monthly expenditure report of all expenditures for each month for the duration of the grant period. The monthly expenditure reports must be submitted to DHS as part of each progress report. For example, the monthly expenditure reports completed in the first half of the grant period will be submitted with the first progress report (due January 31, 2004) and the remaining expenditures reports will be submitted with the final report (due June 30, 2004). Refer to the section on Reporting Requirements.

**The 9-line item budgets will become a part of the grant agreement (contract) document. The State reserves the right to negotiate with the successful applicant any redistribution of costs within the budget deemed necessary for the State to best achieve the program goals.**

---

*Continued on next page*

## Budget, Continued

---

**Description of  
Grant Budget  
and 20%  
Match Budget  
Requirement**

Development grant funds are limited to a maximum of \$150,000 and may be used for, but are not limited to:

- Staff support;
- Consulting contracts;
- Community organizing support; and/or
- Data analysis.

As a condition of receiving grant funds, grantees are required to provide a 20% (\$30,000) match to the grant awarded either in cash or in-kind contributions. The application must include a description of how the applicant will meet the 20% matching requirement. Applicants may propose dedicating existing staff resources to meet this match. The proposed match must be available and utilized during the grant period for which it was committed. Failure to meet this requirement will result in a reduction or withholding of grant payments until the match requirement is met.

Items, which may be considered as acceptable in-kind services include:

- Rent;
- Equipment
- Donations of funds or supplies from private sources; and/or
- Private foundation grants or funds.

**Specifically excluded is the use of volunteer staff.**

---

## Reporting Requirements

---

The grantee will be required to submit one interim report half way through the grant period, due January 31, 2004 (covering July 1, 2003 through December 31, 2003) and final report at the end of the grant period, due June 30, 2004 (covering January 1, 2004 through June 30, 2004).

Both reports shall include a budget narrative and 9-line item budget of expenditures to date (including the monthly expenditure reports and invoices) documenting that the grant conditions have been met. The first progress report is due halfway through the grant period, January 31, 2004.

The final report, due at the end of the development grant period, shall include an Executive Summary and an Administrative Action Plan for the LTCl pilot project site and what the LOG plans as its next step for the LTCl pilot project implementation.

---

## Payment Provisions

---

The total approved budget amount for the development grant is \$150,000.

In consideration of services provided by the Grantees as described in the Scope of Work, if there is evidence that grant conditions have been fully and satisfactorily performed in a manner acceptable to the State, the State shall reimburse the Grantee in arrears for actual allowable costs incurred in the performance of the grant activities up to the \$150,000 award.

Payments will be authorized upon receipt of quarterly invoices received from the Grantee. All costs billed must be in accordance with the two approved 9-line item grant and match budgets. The fourth quarter invoice will not be paid until the final report and the LTCI pilot project site Administrative Action Plan are received and the final report is approved.

---



## RFA Evaluation Process

---

### Application Evaluation

All applications meeting the format requirements will be submitted to an evaluation committee to be evaluated and scored. The OLTC reserves the right to request clarifications from the applicants regarding their applications to the extent deemed necessary. Status reports from prior grants may be considered in determining intent and commitment to meeting development grant requirements. The OLTC may, at its sole discretion, waive any immaterial deviation in any application. This waiver will not excuse an applicant from full compliance with the grant terms if a grant is awarded.

Members of the evaluation committee, will independently assign a numeric score for each category described in the Technical Proposal Section, as all applications submitted in response to this RFA are evaluated. All evaluation committee scores will be averaged to arrive at the overall score for the Technical Proposal Section.

Grantees will be selected based on the following:

- All pass/fail elements have achieved a “pass”;
- Meet at least a minimal threshold score of 70% of the available points or greater for each element and 70% of the total points;
- Highest Technical Proposal Scores will be funded first; and
- Available funding.

Grant award announcements will be made May 28, 2003. Applications requiring negotiations and/or clarifications may be awarded at a later date when determined to be in full compliance.

**Note:** Applicants are not eligible to receive both a planning grant and a development grant concurrently. All applicants are encouraged to apply for the appropriate grant, **but may apply for both**. Applicants choosing to apply for both must submit separate and complete applications for each RFA. If an applicant is awarded a grant from either the planning or development RFA, they will be disqualified from the other RFA process. The DHS reserves the right to determine, at its sole discretion, which grant will be awarded to the applicant. If an applicant for a development grant is rejected and that applicant did not also submit a concurrent planning grant application, that applicant is **not eligible** for a planning grant award in FY 2003-2004.

---

## Grant Awards

---

Contingent on funding, the Chief of the OLTC will make the final award decision, after consideration of the comments and recommendations of the evaluation committee and availability of funds. Successful applicants will receive written notification of the final award decision in May of 2003.

---

# Appeal Process

---

Only LOGs, as defined by this RFA, that submitted an application which is reviewed and not funded may appeal. There is not an appeal process for applications that are submitted late, incomplete, or do not meet the format requirements. Grounds for appeal shall be limited to assertions that DHS failed to correctly apply the standards for reviewing and evaluating applications as specified in this RFA.

The applicant must file:

- A full and complete written appeal;
- A list of the issue(s) in dispute, the legal authority or other basis for the protester's position; and
- The remedy sought.

Appeals must be received by 4:00 p.m. fifteen (15) calendar days from the date of the grant award decision by the Chief, OLTC, DHS. **Faxes and E-mail are not acceptable.**

Letters of appeal must be mailed to:

Carol A. Freels, Chief  
Office of Long Term Care  
Department of Health Services  
P.O. Box 942732  
Sacramento, CA 94234-7320

At the sole discretion of the Chief of the OLTC hearings may be held with the appellants to discuss the key factors of the appeals, or make a decision based on the written appeal or both. The decision of the Chief of the OLTC shall be the final administrative remedy.

Within ten (10) calendar days of receipt of the written appeal, appellants will be sent either:

- 1) A hearing date and final written decision regarding the appeal;  
or
  - 2) Final written decision regarding the written appeal.
-